

Leadership Style Assessment

Participant's Name: _____

Instructions: Respond to each item according to the way you would be most likely to act as the leader of a work group. **Circle** whether you would be likely to behave in the described way: always (A); frequently (F); occasionally (O); seldom (S); or never (N).

If I were the leader of a work group . . .

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|-------|----------|----------|----------|----------|----------|---|
| _____ | A | F | O | S | N | 1. I would most likely act as the spokesperson of the group |
| _____ | A | F | O | S | N | 2. I would encourage overtime work |
| _____ | A | F | O | S | N | 3. I would allow members complete freedom in their work |
| _____ | A | F | O | S | N | 4. I would encourage the use of uniform procedures |
| _____ | A | F | O | S | N | 5. I would permit the members to use their own judgment in solving problems |
| _____ | A | F | O | S | N | 6. I would stress being ahead of competing groups |
| _____ | A | F | O | S | N | 7. I would speak as representative of the group |
| _____ | A | F | O | S | N | 8. I would needle members for greater effort |
| _____ | A | F | O | S | N | 9. I would try out my own ideas in the group |
| _____ | A | F | O | S | N | 10. I would let members do their work the way they think best |
| _____ | A | F | O | S | N | 11. I would work hard for a promotion |
| _____ | A | F | O | S | N | 12. I would be able to tolerate postponement and uncertainty |
| _____ | A | F | O | S | N | 13. I would speak for the group when visitors were present |
| _____ | A | F | O | S | N | 14. I would keep the work moving at a rapid pace |

_____	A	F	O	S	N	15.I would turn the members loose and let them go to it
_____	A	F	O	S	N	16.I would settle conflicts when they occur in the group
_____	A	F	O	S	N	17.I would get swamped by details
_____	A	F	O	S	N	18.I would represent the group at outside meetings
_____	A	F	O	S	N	19.I would be reluctant to allow the members any freedom of action
_____	A	F	O	S	N	20.I would decide what shall be done and how it shall be done
_____	A	F	O	S	N	21.I would push for increased production
_____	A	F	O	S	N	22.I would let some members have authority that I could keep
_____	A	F	O	S	N	23.Things would usually turn out as I predict
_____	A	F	O	S	N	24.I would allow the group a high degree of initiative
_____	A	F	O	S	N	25.I would assign group members to particular tasks
_____	A	F	O	S	N	26.I would be willing to make changes
_____	A	F	O	S	N	27.I would ask the members to work harder
_____	A	F	O	S	N	28.I would trust the group members to exercise good judgment
_____	A	F	O	S	N	29.I would schedule the work to be done
_____	A	F	O	S	N	30.I would refuse to explain my actions
_____	A	F	O	S	N	31.I would persuade others that my ideas are to their advantage
_____	A	F	O	S	N	32.I would permit the group to set its own pace
_____	A	F	O	S	N	33.I would urge the group to beat its previous record
_____	A	F	O	S	N	34.I would act without consulting the group

_____ **A F O S N**

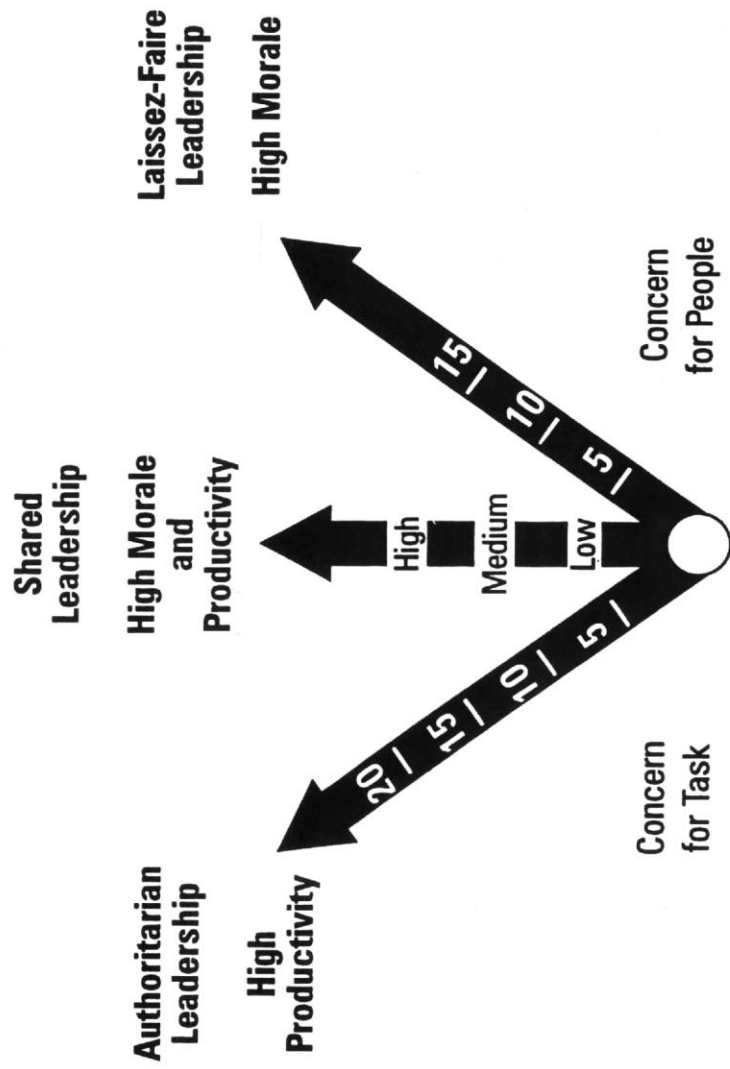
35. I would ask the group members to follow standard rules and regulations

Scoring Key

To find your leadership style:

1. Circle the item numbers for items 8, 12, 17, 18, 19, 30, 34, & 35.
2. Write a "1" in front of the **circled items** to which you responded S (seldom) or N (never).
3. Write a "1" in front of the **items not circled** to which you responded A (always) or F (frequently).
4. Circle the "1's" which you have written in front of the following items: 3, 5, 8, 10, 15, 18, 19, 22, 24, 26, 28, 30, 32, 34, and 35.
5. Count the circled "1's." This is your score for concern-for-people.
6. Count the uncircled "1's." This is your score for concern-for-task.
7. Refer to the diagram that follows. Find your score for concern-for-task dimension on the left-hand arrow. Next, move to the right-hand arrow and find your score on the concern-for-people dimension. Draw a straight line that intersects the two scores. The point at which that line crosses the shared leadership arrow indicates your score on that dimension.

Source: Verma, V. K. (1996). Human Resource Skills for the Project Manager. Newtown Square, PA; Project Management Institute, pp. 261-262.



Source: Based on information from *A Handbook of Structural Experiences for Human Relations Training*, Vol. 1, University Associates, Inc., 1974.

INTERPRETING YOUR RESULTS:

Consider your leadership style and the project team you are working with. How might your style impact team performance? What can you do to flex your natural style that would have a more positive influence on team performance?

Provide your interpretation in the text box below: